



CITY OF MOUNTAIN VIEW  
PUBLIC WORKS DEPARTMENT

**REQUEST FOR PROPOSALS**

**FOR**

**PROFESSIONAL SERVICES**

**FOR A**

**Zero Waste Plan**

November 10, 2010

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## **I. INTRODUCTION**

The City of Mountain View (City) invites qualified consulting firms with experience working with public agencies to submit proposals to develop a Zero Waste Plan. The Zero Waste Plan will serve as a planning guide for the City's waste management program at least through the year 2020.

## **II. PROJECT BACKGROUND**

On March 24, 2009, the Mountain View City Council adopted an Environmental Sustainability Action Plan that calls for, among other actions, the creation of a Zero Waste Plan. The creation of this plan was one of 89 recommendations presented to the Council in the September 2008 final report of the Mountain View Sustainability Task Force. As a first step in this process, Mountain View recently completed a waste characterization study. The last comprehensive study of this type was completed in 1992. The goals and programs proposed by the Zero Waste Plan should be based on the data contained in the 2010 waste characterization study.

Mountain View's last calculated diversion rate (2006) was 72%. For 2009, the disposal rate was 4.0 pounds per capita per day against a target of 7.8 pounds (based on population) and 5.0 pounds per capita per day against a target of 10.9 pounds (based on employment) as measured by CalRecycle's new methodology. The Zero Waste Plan will seek to reduce the per capita disposal rate for both residential and commercial waste. In addition, the City has set a goal of reducing greenhouse gas emissions 20% below 1990 levels by 2020. Therefore, this Plan should also address climate change by including waste reduction strategies to reduce carbon emissions.

### **SMaRT Station**

The City of Mountain View uses the Sunnyvale Materials Recovery and Transfer Station to process all waste and recyclables prior to transfer to landfill. The SMaRT Station<sup>®</sup> began operations in 1993 on a 10-acre site in northern Sunnyvale. It was built by the City of Sunnyvale, in partnership with the cities of Mountain View and Palo Alto. Sunnyvale and Mountain View deliver refuse, yard trimmings and recyclables to the SMaRT Station and the City of Palo Alto delivers refuse and, from time to time, yard trimmings. Curbside recyclables from Mountain View and Sunnyvale are sorted and marketed. Municipal solid waste (MSW) from all three cities is sorted for recoverable recyclables, then the unrecycled portion (residuals) is transferred to the Kirby Canyon Landfill in San Jose for disposal. Yard trimmings from the three cities is processed and shipped to composting facilities. Residents from the three cities may also dispose of "self haul" refuse, pick up free compost, and take advantage of the comprehensive recycling and buy-back center at the SMaRT Station.

The Material Recovery Facility (MRF) at the SMaRT Station is in the final stages of a \$14 million equipment replacement project including an update of the sorting technology. This technology upgrade is expected to result in a diversion of 25-30% of the MSW received at the SMaRT Station when combined with the tip floor sorting of construction and demolition waste. Typical annual MSW diversion achieved by the previous materials recovery facility (plus tip floor sorting of construction and demolition waste) was about 18%.

### **Mountain View Programs**

- **Single family** (includes duplexes, triplexes, fourplexes, condos, townhouses, rowhouses and mobile homes) – dual stream curbside cart collection of newsprint/mixed paper and glass, metal and plastic containers #1-7, yard trimmings, household batteries, used motor oil and oil filters, and cardboard;
- **Multi-family** (5 or more units) – three cart service for newsprint, mixed paper and glass, metal and plastic containers #1-7, and for some complexes, cardboard bin service and yard trimmings cart service;
- **Commercial** – bin service for cardboard or mixed recycling (newsprint/mixed paper and glass, metal, and plastic containers #1-7);
- **Commercial source-separated food waste composting pilot** - 2.25 tons per day as of August 2010, possible growth to 15 tons per day maximum;
- **On-call collection** – thrice yearly curbside collection of household items including three bulky goods per collection;
- **Household Hazardous Waste** – drop off events are held third Saturday of each month next to the SMaRT Station;
- **Mountain View Recycling and Buy-back Center** – Mountain View residents can bring a limited variety of recyclables including glass, metal and plastic containers (#1-7), mixed paper, newsprint, cardboard, and household batteries to the center located on Terra Bella Avenue;
- **SMaRT Station Recycling and Buy-back Center** – Residents of Sunnyvale, Mountain View, and Palo Alto can bring a variety of materials including metal, glass, plastic (#1-7), paper, electronics, fluorescent bulbs, batteries, motor oil, oil filters, and sharps. Compost is also available free of charge to residents of the three cities and Los Altos.
- **Quarterly shredding events** – drop off events are held at the SMaRT Station for residents.

### **III. SCOPE OF SERVICES**

The Zero Waste Plan should address the following key components for achieving Zero Waste:

- Strengthen recycling programs;
- Identify infrastructure requirements for reuse, recycling and composting; and,

- Establish effective waste prevention programs, incentives and fee structures.

A proposed list of major work tasks to be included in the scope of work is described below. In response to this RFP, proposers must provide a well-developed and specific scope of work for all project tasks; methods and or analytical procedures to perform the objectives; and, any proposed changes or additions to the RFP. In addition, each proposal must include an itemized task list, a list of proposed deliverables, costs broken out by task, a work schedule, a progress reporting schedule, and a meeting schedule.

**Task 1. Review and Summarize Current Policies, Programs and Facilities**

Level of Effort: ~ 5% (City staff will provide additional 5-10% level of effort)

Identify key State, County and City documents, policies and data that should be compiled to provide a brief overview of the City's existing waste management system, including the following key issues:

- Overview of existing programs including participation and capture rates and historic tonnage over time, noting successes and challenges;
- Summary of SMaRT operations and diversion ability;
- Waste generated, diverted and disposed tonnages, and latest composition data (from 2010 Waste Characterization Study);
- Demographic data (e.g., population, number of businesses by sector);
- Existing services for reuse, recycling, composting, and solid waste.

**Task 2. Develop and Conduct Community Participation Process**

Level of Effort: ~ 20% (City staff will provide additional 5% level of effort)

Oversee and facilitate a process that allows the community to participate toward the goal of identifying strategies (e.g., policies, programs and facilities) to be included in the Zero Waste Plan. Generally, the process should introduce the City's environmental goals, the concept of Zero Waste, highlight other communities working towards Zero Waste, solicit community input on selection of options to be included in the Zero Waste Plan. At a minimum, the consultant will:

- Develop and implement an input process involving the community and various stakeholders, including defining the participants, the number of necessary workshops, and the schedule and content of the workshops;
- Develop screening criteria and methodology to be used during the community input process to prioritize various options identified as part of the process;
- If deemed necessary, develop supplemental survey or other methods of communicating with and obtaining feedback and information from stakeholders such as existing reuse, recycling and composting businesses and nonprofit service providers.

### **Task 3. Develop a Zero Waste Vision Statement and Guiding Principles**

Level of Effort: ~ 5%

Develop a clear and understandable concept of Zero Waste for messaging and education purposes. Residents, stakeholders and decision makers all need to easily understand how various program options relate to the Zero Waste Vision. The Vision Statement and Guiding Principles should include, at a minimum:

- (a) A definition of Zero Waste;
- (b) A “maximum waste to landfill” or diversion goal;
- (c) Periodic milestones to measure progress against;
- (d) Waste Prevention Goals and Guiding Principles to be used to evaluate various program options designed to achieve Zero Waste, as defined;
- (e) Estimated reductions in greenhouse gas emissions as a result of achieving Zero Waste, as defined.

### **Task 4. Develop a Needs and Opportunities Analysis**

Level of Effort: ~ 25%

Evaluate service needs and opportunities based on review of existing programs and facilities, both those provided by the City and available regionally, and waste characterization data to achieve identified goals. Identify single-family, multi-family, commercial, industrial, self-haul and City government opportunities for expanded services to decrease the volume and toxicity of waste being landfilled, and to prevent waste from being generated. Consider the potential for expanding existing facilities, the need for new facilities locally and/or regionally and appropriate emerging technologies. The needs analysis should address at a minimum:

- (a) Identification of programs, operations, technologies, and facilities that could be improved/changed;
- (b) Identification of partnership opportunities (public or private);
- (c) Planning level financial analysis (customer affordability, costs, savings, etc.);
- (d) Feasibility of utilizing incentives and/or surcharges, taxes, and similar methodologies;
- (e) Identification of required City policy or ordinance changes (based on analysis from Task 1).

### **Task 5. Develop Menu of Options and Recommendations to Address Needs**

Level of Effort: ~ 30%

Develop a menu of options to meet the identified needs, including strengthening recycling programs, identifying infrastructure requirements for reuse, recycling and composting, and establishing effective waste prevention programs. Development of options and recommendations should, at a minimum:

- (a) Address both upstream (take-back programs, product stewardship, legislation) and downstream (reuse, innovative recycling efforts) programs and efforts;
- (b) Screen the options and develop final recommendations based on, at a minimum, the following factors: cost effectiveness, ease of implementation, likelihood of community acceptance, short and long-term timelines; and capital requirements; staff time required;
- (c) Include behavior change methodologies and social media opportunities, relating to outreach and education messages;
- (d) Include an implementation schedule.

**Task 6. Identify Additional Financial Analysis Needs**

Level of Effort: ~ 5%

Identify, and provide guidelines for, Financial Plan/Cost of Service Analyses that identify alternative revenue generating mechanisms to cover the cost of proposed zero waste programs and evaluates anticipated costs of service (specifically, what additional analysis, based on the City's particular situation, would be needed before implementing new programs.)

**Task 7. Produce a Zero Waste Plan Document and Presentation**

Level of Effort: ~ 10%

- (a) Produce and submit the Zero Waste Plan using Microsoft Word. Use tables and figures to enhance pertinent information and provide a format suitable for the City to reproduce all documents. All deliverables must be available in electronic format and hard copy format;
- (b) Ensure the final product reflects the community's and City's zero waste goals as expressed in the public participation process;
- (c) Prepare, and deliver, a presentation suitable for use at up to four City Council and other public review meetings that clearly and concisely conveys the contents and recommendations of the Zero Waste Plan.

**IV. SUBMISSION OF PROPOSALS**

**Proposals will be accepted until 5:00 p.m., Thursday, December 9, 2010** and should be addressed to:

City of Mountain View  
Public Works Department  
Attention: Lori Topley  
P.O. Box 7540  
Mountain View, CA 94039-7540

Proposals will also be accepted in person at the Public Works Department counter at Mountain View City Hall, located on the first floor at 500 Castro Street. Any proposals received after the deadline will be returned unopened.

Proposals shall be submitted in sealed envelopes which shall be plainly marked: "CITY OF MOUNTAIN VIEW, ZERO WASTE PLAN PROPOSAL." The envelope shall also bear the name and business address of the proposer.

The City of Mountain View reserves the right to reject any or all proposals and to waive any and all irregularities to choose the firm that, in its opinion, best serves its interests. The City will not be liable for any costs incurred by the proposers incidental to the preparation and presentation of qualifications, either orally or in writing.

Prior to submitting a proposal, the consultant and any legal counsel, if necessary, shall review the sample professional services agreement (Attachment 1). This is the City's standard consultant contract and no amendments to such will be allowed. Submission of a proposal will be considered an acceptance of such contract by the consultant.

## **V. PROPOSAL FORMAT**

The proposal shall consist of two parts submitted as one package.

### Part One – NARRATIVE

Part One shall describe the consultant's understanding of the project, approach to accomplishing the project goals, relevant past experience and any litigation brought against the firm. Please label the sections of your proposal to match the numbers below.

Consultants shall submit three (3) hard copies and one (1) PDF file of their proposal, of maximum length 10-15 pages (*not sheets*), excluding curriculum vitae, bios and project schedule. All hard copy documents submitted must be printed double-sided, and the PDF should be emailed to Lori Topley, Solid Waste Program Manager (lori.topley@mountainview.gov).

The proposal shall, at a minimum, cover the following items. *Please be concise.*

### **Consultant Background and Proposed Program Design**

1. Explain the general background, qualifications and organizational structure of the firm and describe any special knowledge or capabilities material to the project that exist within the firm.



2. Describe the proposed approach to the scope of services, including:
  - (a) organization and scheduling of tasks to be performed;
  - (b) proposed deliverable for each task;
  - (c) the team's overall approach in fulfilling the stated objectives;
  - (d) a brief summary of your team's key strengths;
  - (e) approaches to working with City staff and policy-making agencies and community groups;
  - (f) other relevant factors pertaining to formulation and execution of a successful project.

### **Consultant/Sub-Consultant Qualifications**

3. Describe your firm's prior experience designing, implementing, and managing the preparation of Zero Waste Plans, and other related experience that shows your ability to deliver the scope of services.
4. Provide a list of recent projects for which the firm has provided services of a similar nature. Provide all pertinent information, including project description, contact person, phone number, email address, location, duration and current project status. Indicate which projects are your references.
5. Submit a list of sub-consultants to be utilized on the project and describe how each sub-consultant is qualified to perform the services and will be utilized. Provide a list of their similar past projects with all pertinent information, including project description, contact person, phone number, email address, location, duration and current project status. Identify principal staff assigned to this project from each sub-consultant firm and their responsibilities on this project.

### **Team Qualifications**

6. Identify the name and title of the lead contact person and principal staff who will be assigned to this project. Provide curriculum vitae for key consultant team personnel and brief bios for all other team members. Give a description of their responsibilities and the percentage of time expected to be spent on this project.

### **Legal Information**

7. As applicable, submit a list of lawsuits filed within the past two (2) years against the firm or its principals alleging misconduct and/or negligence. Submit a list of claims within the past two (2) years against the firm's professional liability

insurance policy (errors and omissions), if any. Accompanying each (or either) list shall be a declaration by a principal of the firm indicating careful review of such lists and adding appropriate information concerning the current status or other disposition of the lawsuits or claims. This information may be submitted separately and confidentially, if so desired.

### **Conflict of Interest Issues**

8. As applicable, submit a list of all projects (completed within the past three (3) years or currently underway) located within Santa Clara County. Accompanying such a list shall be a declaration by a principal of the firm indicating knowledge of and careful review of the subject matter and asserting freedom from conflicts of interest that might arise from relationships with parties that are involved in disputes with the City of Mountain View.

### **Project Schedule**

9. Submit a project schedule (subject to adjustment by mutual consent of Consultant and City) .

### **Insurance Requirements**

10. Submit evidence of the required insurance as set forth in the sample consultant agreement (Attachment 2).

### **Part Two – BUDGET**

Provide a detailed cost schedule for each program element described in the Scope of Services. For purposes of estimating, elements may be combined as appropriate, but both subtotals and totals must be shown. The City intends to award this contract to the firm that it considers will provide the best overall program services for the available budget. The City reserves the right to reject any proposals that are not responsive to this Request for Proposals (RFP).

The elements of the fee proposal shall include the following:

1. A schedule of hourly rates and years of experience valid for the entire length of the project, for all consultant staff working on the project. Hourly rates and itemized costs may be used to negotiate changes in the Scope of Services if necessary.
2. A detailed budget (showing section sub-totals) for all items described in the Scope of Services.

## VI. SELECTION PROCESS AND CRITERIA

A selection committee will evaluate the proposals submitted and assign each a ranking. Following are the criteria for evaluation of the proposals, with the assumption that all minimum requirements have been met.

- A. Effectiveness, clarity and conciseness of the project approach.
- B. Experience of the firm and project team in performing similar work for other public agencies.
- C. Practical experience and technical qualifications of key staff and sub-consultants.
- D. Demonstrated success on previous projects, especially of similar scope, including quality of work and meeting project schedule and budget.
- E. Adherence to the requirements of this Request for Proposals.
- F. Any litigation brought against the firm.
- G. Total cost to the City.
- H. Proposed timeline for completion of services.

### Oral Interview

The City may evaluate proposals solely on the basis of each proposer's written submittal, or it may invite those consulting firms it deems to have submitted the best proposals to an interview with the selection team. The consultant's key staff members should be in attendance.

### Selection Process

Per City policy, the determination of the most qualified consultant shall be on the basis of demonstrated competence and qualifications for the type of services required.

The City will check the references of the top-ranked consultants for such things as: record in accomplishing work in a timely manner for similar projects within budget; quality of work completed for the City or other public agencies; ability to work with City staff and the public; and outstanding litigation.

The City of Mountain View reserves the right to select, approve, recommend or disapprove sub-consultants at its discretion. Further, all work (e.g. data, documents,

and other products) performed by the consultant and any sub-consultants shall be considered the property of the City to do with as it wishes.

The City shall negotiate an agreement with the most qualified consultant. If negotiations with such consultant are unsuccessful, the City will negotiate with the second most qualified firm. The selection process will be complete once a contract is executed. When the City has reached an agreement with a consultant, all firms submitting a proposal will be notified of the results in writing.

## **VII. TENTATIVE SCHEDULE**

Deadline for Submission of Proposals	December 9, 2010, 5:00 p.m.
Consultant Interviews (if required)	Week of December 13, 2010
Award Contract to Consultant	Mid January 2011
Project Kick-off Meeting with City Staff	End of January 2011
Estimated Project Completion	June - July 2011